

PERSONNEL

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EMPLOYEE ALCOHOLISM AND DRUG ABUSE PROGRAM

1. GENERAL

- a. Public Law 91-616, approved 31 December 1970, and Public Law 92-255, approved 21 March 1972, require respectively that Federal agencies develop and maintain appropriate prevention, treatment, and rehabilitation programs and services for alcohol or other drug abuse among their employees.
- b. As an employer, the Agency is concerned with the accomplishment of Agency missions and the requisite need to maintain employee productivity. When an employee's use of drugs interferes with the efficient and safe performance of his assigned duties, reduces his dependability or reflects discredit on the Agency, Agency managers will take action in the form of (1) nondisciplinary procedures under which an employee with an alcohol or other drug abuse problem is offered rehabilitative assistance and (2) failing response which results in acceptable work performance, invoking regular disciplinary procedures for dealing with problem employees. If, however, the employee is identified as an illicit drug user appropriate administrative action will be taken which may result in suspension and in certain cases dismissal from the Agency. The special security requirements of the Central Intelligence Agency make it imperative that employees be alert to the problems of alcoholism or other drug abuse, and that effective action is taken to resolve these problems.

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2. DEFINITIONS

- a. Alcoholism: A chronic disease characterized by repeated excessive drinking which interferes with the individual's health, interpersonal relations, or economic functioning. If untreated, alcoholism becomes more severe and may be fatal. It may take several years to reach the chronic phase.
- b. Alcoholic: An individual who has the illness alcoholism. His drinking is out of control and is self-destructive in many different ways. The term "recovered alcoholic" also describes the person who has undergone rehabilitation and whose disease has been arrested through abstinence.
- c. Problem Drinker: To management, a problem drinker is any employee whose use of alcohol affects his work adversely.
- d. Drug Abuse: A health problem characterized by the use of a drug in a manner or to a degree which interferes with the individual's health, interpersonal relations, economic functioning, or societal standing.

3. POLICY

- a. This Agency recognizes drug abuse as a treatable health problem.
- b. For the purposes of policy, drug abuse is a health problem in which the employee's job performance is impaired as a direct consequence of the use of alcohol or other drugs.
- c. Employees with a drug abuse problem will receive the same careful consideration and offer of assistance that is extended to employees having any other illness or health problem. The Agency cannot condone

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employee drug activity which is contrary to law, and will take appropriate administrative action which may result in suspension and/or dismissal from the Agency.

- d. Employees who suspect they may have an alcohol or other drug abuse problem, even in the early stages, are encouraged to voluntarily seek counseling and information from the Office of Medical Services. The Agency will provide appropriate assistance within its official capabilities as long as the employee is willing to recognize that he has a problem and is willing to cooperate in a program for rehabilitation.
- e. The confidential nature of medical counseling records of employees with other alcohol or drug abuse problems will be preserved in the same manner as all other such records.
- f. Sick leave will be granted for the purpose of treatment or rehabilitation as in any other illness or health problem.

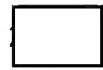
4. RESPONSIBILITIES

a. Employees

Each employee should conduct his personal life in such a manner that the use of alcohol or other drugs does not in any way affect the performance of his official duties or reflect discredit on the Agency. If an employee has an alcohol or other drug abuse problem he is expected to seek help in bringing it under control. The employee may consult directly with the Office of Medical Services for the purpose of receiving professional assistance.

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b. Supervisors

- (1) Legitimately, supervisors have fairly explicit expectations of their employees in terms of job performance and behavior. When employees fail to fulfill these expectations, supervisors have both the right and the duty to confront them with the deficiencies, and to provide them with opportunities to correct the problems, regardless of their genesis. Dealing with poor performance is a basic supervisory responsibility. Early intervention will generally be most helpful in returning employees to productivity. When alcohol or other drug abuse problems are underlying factors in poor performance, timely intervention may also lead to early, even life-saving identification and treatment of the illness or health problem.
- (2) In summary, supervisors should:
  - (a) Be alert, through continuing observation, to changes in the work and/or behavior of assigned employees.
  - (b) Document specific instances where an employee's work performance, behavior or attendance fails to meet minimum standards or where the employee's pattern of performance appears to be deteriorating.
  - (c) Conduct an interview with the employee focusing on poor work performance and inform the employee of available counseling services where there is reason to believe that poor performance is caused by any personal or health problem.

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- (d) When appropriate, advise the Office of Medical Services and/or the Director of Personnel of the employee's apparent problem. Supervisors must be able to describe behavior but should not attempt to diagnose or draw conclusions.
- (e) If the employee refuses help, and performance continues to be unsatisfactory, inform the employee of the consequences provided for unsatisfactory performance or conduct.

c. Director of Personnel

The Director of Personnel is responsible for administering the Agency's program for alcohol and other drug abuse. His responsibilities include bringing education and information to Agency employees, arranging or conducting supervisory briefings, and establishing liaison with community alcoholism and other drug abuse programs. Moreover, the Director of Personnel is responsible for advising supervisors and others with regard to referring employees with alcohol and other drug problems to the Office of Medical Services or to other sources of rehabilitation assistance.

The Director of Personnel is also responsible for advising supervisors and others with regard to the appropriate disciplinary action required in those cases in which employees refuse assistance, or upon advice by the Director of Medical Services that successful rehabilitation is unlikely. Upon the advice of the Director of Medical Services, the Director of Personnel may recommend that the employee be considered for disability retirement. The Director of Personnel also is responsible for evaluating the Agency's program for drug abuse and reporting its results and effectiveness to the Director.

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d. Director of Security

The Office of Security will schedule employees and their spouses for appropriate seminars on drug abuse in conjunction with their processing for overseas assignments. The Office of Security is responsible for investigating any cases concerning the use of illicit drugs and reporting their findings to the Director of Personnel for appropriate action.

e. Director of Medical Services

The Director of Medical Services is responsible for providing consultative assistance to employees on a self-referral basis. He is also responsible for providing such assistance to supervisors at an early point in any potential problem case. In addition, the Director of Medical Services will provide counseling service and assist in the rehabilitation of employees who recognize the existence of an alcohol or other drug problem, and will, when appropriate, review such cases for possible disability retirement.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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MANAGEMENT

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## 24. EMPLOYEE ALCOHOLISM AND DRUG ABUSE PROGRAM

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that is extended to employees having any other illness or health problem. The Agency cannot condone employee drug activity which is contrary to law, and will take appropriate administrative action.

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